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## The CIA and National Security

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I cannot stand behind the podium in Spruance Hall without recalling that it may well have been from behind this podium that my naval career came to an end. It came to an end because in 1974 I invited a Naval Academy classmate of mine, the then-Governor of Georgia, Jimmy Carter, to come to the War College and address the student body. The reason I say this may have been the beginning of the end is that while Jimmy Carter and I were not close friends, two and a half years later President Carter, I am told, remembered me.

I was on duty in Naples, Italy when I received a phone call that said, "The President of the United States wants to see you tomorrow." With that I called in my four closest advisors, three Navy commanders and an Army lieutenant general. As preparations were made for the trip. I said, "What do I think about while going across the Atlantic? What is the President going to talk to me about or ask me to do?" We went over a lot of possibilities and in the middle of it I said, "What about the CIA—I read two weeks ago that the President's original nominee for the position withdrew after the Senate objected to him."

We discussed very briefly the possibility that I might go to the CIA, but the discussion terminated when the lieutenant general said, "Stan, the President is your classmate and friend. He wouldn't do that to you."

Well, the next morning he did. When I walked out of the Oval Office—not much more than 24 hours from the time I had been alerted—I knew that 31 and a half years of a naval career were behind me. I was in a new career as chief of the spies.

Initially I found it really was not very different from my past work, as the CIA has many military characteristics. The people are very dedicated. You need not be concerned about calling them in at midnight on a Saturday. The organization is very operationally oriented and I have as much pride in the

secret operational accomplishments with the CIA as I have in the military operational accomplishment in which I have participated. The CIA has very high standards of professionalism and high quality people, so in these respects, I felt quite at home.

It was not very long, however, before I began to appreciate that the CIA was also different, quite different from the military or from any other element of our Government. It is unique in three ways. First, it operates outside the normal process of our democratic governmental system. Secondly, it is not really one CIA but essentially three semi-autonomous agencies in one. Thirdly, it is—as it should be—more independent of higher authority in the Government than any other agency.

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